A PRIVATE AGENCY'S SOCIAL WORK WITH INDUSTRY

or

THE INDUSTRIAL RELATIONS WORK OF THE NEW JERSEY URBAN LEAGUE 1944-1945

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December 1945

ACKNOWLEDGEMENTS

This opportunity is taken to express thanks to the following persons:

Mr. Harold A. Lett, recently appointed Assistant to the Assistant Commissioner of Education, State of New Jersey, who while he was Executive Secretary of the New Jersey Urban League, gave permission to use material from the agency's files, in this project.

Mr. George Pfaus, Area Director, War Manpower Commission, for permission to use material from a report, previously held "confidential", on the industrial relations conditions in a particular foundry and the foundry industry in Essex, Hudson, and Union Counties; and for many talks with me which helped in many evaluations, some of which are presented in this project.

Mr. Herbert Bergen, Manager, United States Employment Office, Newark, for some statistics from the files of his office; and for his helpful cooperation with me on several problems used as bases for some analyses in this project.

Miss Gladys Meyer, Faculty member and Secretary of Projects, New York School of Social Work, who acted as Project Advisor and whose patience and advice were of immeasurable help toward the completion of the project.

The innumerable officials of other governmental agencies, of industries, business firms, and unions, who helped form the picture of Employment presented in these pages, during our various contacts with each other.

INTRODUCTION

The time changes; the social agency that doesn't is left behind the times.

Since December 7, 1941 there have been more changes that have affected more people than ever before in the history of the United States. No community in our country has escaped the effects of the National Selective Service Act, Rationing, and the production of material of war. These three factors, as well as War itself, have caused new demands to be made on established institutions and agencies. This has been true in the northern part of the state of New Jersey, particularly.

The New Jersey Urban League, in Newark, New Jersey, is no exception. In addition to its interracial work in the past two decades, with the beginning of World War II it had to rise and meet new strains and tensions developing within the metropolitan area it serves. There were new problems of housing, health, and recreation facilities; but this project will focus attention on the changes in and seen through its Industrial Department.

The Industrial Department is one of the three departments in the New Jersey Urban League. The other two are the Neighborhood and Executive. The history of the organization and its affiliation with the National Urban League, New York City, is described very well in a Project by Charles Beckett which may be found in the files of the New York School of Social Work. It should be noted, however, that the New Jersey Urban League is one of fifty-one such organizations in fifty-one cities of twenty-eight states,

affiliated with the National Urban League. Each local organization has its own Executive Board and renders social services that vary with the type and needs of the local community.

For many years before World War II, discrimination against Negroes threw hundreds of Negroes into the N.J.U.L. office, to release their emotions about the impossibility of finding work and to ask the agency's help in securing a job. The Industrial Secretary relieved the individuals, referred applicants to jobs 'phoned about by employers, and visited the personnel offices of large employers in order to secure job orders to fill the demands for jobs.

After Pearl Harbor, the N.J.U.L. had to spearhead drives to persuade many officials to recognize the fascistic and nazi principles they were fostering by not allowing Negroes to enroll in defense-training courses, for war work, or to hire them in plants making equipment for Negro and white boys to fight the enemy with. Slowly, Negroes were trained for jobs in defense plants; but too frequently were not accepted by any plant. President Roosevelt's Executive Order 8803 was issued, barring discrimination in plants having contracts with the federal government. Employment of Negroes took a great swing upward.

When the writer of this project began work at the N.J.U.L. on April 1, 1944, there were no lines of Negroes in the office seeking work. Essex, Hudson, and Union Counties were part of an area with a manpower shortage. What was awaiting the new Industrial Secretary was a dangerous tension among

Negroes, caused by discrimination, racial insults, and receipt of only blind alley jobs in plants; and the refusal of down-town department stores, the bus company, the telephone company, and non-essential business in general, to hire any Negroes in any but menial jobs.

Except for the summer months of June, July and August, the Industrial Relations Secretary submits a Monthly Report to the Executive of the Agency. These Reports call attention to the significant developments of the month, in the work of the department. The method used in this project is to discuss specific aspects of the Industrial Relations Program as continuing units, not as from month to month. On the other hand, the Monthly Reports in the files of the New Jersey Urban League do not give much detailed information about specific aspects of the month to month work. The purpose of the Reports is to acquaint the Executive and the Board with the scope, volume, and seriousness of the problems worked on. The purpose of this project is to throw the problems into bold relief, and to indicate the techniques with which they were solved or ameliorated; that is, to show the program of the Industrial Relations Department of the New Jersey Urban League.

The situation in northern New Jersey is not too unlike the situation in other large metropolitan areas where there have been critical shortages of manpower and woman-power during the peak year (1944) of production for war. The added necessity to "get the goods out" helped immeasurably

in the utilization of Negro workers. Many industries experienced for the first time, the more democratic working side-by-side of Negro and white workers. The ghost-like, but often used, excuses for not hiring Negroes for other than menial jobs, have been all but blown away and/or made completely ridiculous and untrue since the working together of Negroes and whites on production jobs and of Negroes in administrative positions has demonstrated good results.

However, there are still persons in positions of authority, who will not even yet allow Negroes to be hired for or upgraded to but a few jobs, frequently jobs that white workers consider unattractive. There are other persons with authority who seem to believe that, shortly, the employment scene as a whole will show Negroes being returned to their pre-war menial jobs only; and these particular persons refuse to allow upgrading of Negroes because they want to return Negroes to menial jobs as soon as white job-applicants are plentiful again. There are some other persons who are actually waiting to learn what the general pattern of employment of Negroes will be, before allowing any upgrading or current hiring of Negroes; but who will try to hire and upgrade Negroes according to whatever the "accepted" pattern seems to have become.

There is yet another catagory of persons in authority, in industries and businesses. Unfortunately these persons are in the smallest minority, but their number is definitely increasing. These are the persons who have been,

and are, utilizing the best of their own "know how" and that of Urban Leagues and similar organizations, to fill jobs with the best available and interested individuals, Negro or white. Under such competant leadership, all Negro employees are not merely laborers or running machines in some one more or less temporary department. Negroes are found in practically every department, section, and division of the industry. There are Negroes who are laborers, machine operators, foremen, assistant Managers, stenographers, personnel interviewers, personnel Managers, industrial relations assistants, wage analysts, engineers, etc.

At this writing, Industry is experiencing a period of strike tensions. The war is over, long strides into reconversion have been made, but such nation-wide strikes as those in the automobile, telephone and electrical equipment industries, have produced unprecedented hedging by innumerable companies affected directly or indirectly. The strikes are dramatic, dramatic examples of the fluid state industrial relations are actually in. Perhaps from this project the "status quo" might be determined; in other words, what changes have taken place with respect to employment of Negroes and whether those changes are real or imaginary, temporary or permanent, not in one industry, but in industry and business as a whole.

A PRIVATE AGENCY'S SOCIAL WORK WITH INDUSTRY

If the same type of treatment accorded persons with names, features, and color identical and extremely similar to those ostensibly possessed by the proud "Mayflower clan", were accorded to members of all minority (population) groups in the United States, the program of the Urban League would be vastly different. As a matter of fact, there would be no Urban League, for social service among Negroes.

However, all around us we see the results of the mistakes of dead generations; and, it is imperative that the living generations correct those mistakes. The Industrial Department of the Urban League is attempting to correct those mistakes that have effected wholesale discrimination in employment against members of minority groups - particularly Negroes. Historically, the main emphasis of the Industrial work of the Urban League Movement (as it is sometimes called), has been to secure and to fill job-orders. This was a result not only of the fact that Negroes were not hired when applying for work at many "typically" American places of employment, but that Negroes were usually not even accorded referral interviews in public employment agencies, unless for available menial jobs.

Before the United States was deeply struggling for victory in World War II, unemployment among Negroes was always a matter of gravest concern for almost every intelligent and non-prejudiced American - of whom there are all too few. For Negroes, however, it was a matter of bitter frustration,

frustration that has given rise to many maladjustments that have been seized upon by prejudiced white people and used as ground for actions to perpetuate discrimination against Negroes. It is only because of the efforts of intelligent, less prejudiced white people and Negroes, that discrimination, segregation, and injustice have not been even more widespread.

Before World War II, Urban League Industrial Secretaries continuously cut away at the disproportionately large amount of unemployment among Negroes. In the pursuance of this job, they visted the personnel officers of many companies. They made public addresses, calling attention to the availability of Negro labor, and to the problems caused by their mass unemployment. Indeed, the chances of substantial numbers of Negroes being hired often depended on just how personable the League representative made himself.

That is not totally untrue even today. In some communities where Leagues function, sometimes employing only one professional worker, the very highest type of skill has to be mastered by the League representative in order to make it possible for Negroes to run elevators. In all sections of the country there is a variation of the job status of Negroes. Jobs long done by Negroes in one section, might be denied any Negro in another section. And nationally, there have been slow changes showing Negroes being pushed out of an occupation once easily secured by them. This is notably true in the skilled crafts and railroad-fireman field.

The program of the Urban League changes also, to

meet the greatest demand of the times. It was in this sense that the program of the Industrial Department of the New Jersey Urban League changed in 1944.

It may safely be said that prior to April, 1944 the principal emphasis of the Industrial Department of the New Jersey Urban League was to secure and to fill job--orders. There had been only four full-time Industrial Secretaries during the twenty-six years of the New Jersey Urban League's operation. These Industrial Secretaries remained from six months to some two years. Therefore, Industrial Department work had to be done by the Executive Secretaries, intermittantly, for some twenty-one years.

During the majority of the twenty-six years of the New Jersey Urban League's operation, the Executive Secretary was the only professional worker on the staff. He had to carry the total burden of the work that in 1944 was divided into three departments - Executive, Industrial, and Neighborhood. Although practically superhuman effort was exerted by each of the three Executive Secretaries, employed successively up until 1944, it was impossible for any one of them not to have the work cut out for him by the pressures coming to the office every day. Laudable work was done during the periods of "normal" stress, and periods of practical calamity - as during the depression when the agency had to become a "saving grace" for the whole Negro community.

Nevertheless, it was inevitable that the work of the Industrial Department could never go much further than securing and filling job-orders. Requests to the Executive

Secretary and to the Industrial Secretary (hen there was one) for public addresses, were an important source of job-orders coming to the office. And, up to the time that war production got under way, applicants were always in the office waiting for jobs. Indeed, hundreds of these applicants could not get jobs through any other source.

When the fifth full-time Industrial Secretary came to the New Jersey Urban League in April, 1 44, the fourth Secretary had just gone - in February. The fourth Secretary had remained for six months. The third Secretary had gone some two years earlier, after a tenure of about two years. These interruptions in the Industrial work caused a rather loose situation in April, 1944. Moreover, with war production in full swing, and with stringent manpower controls effected by the War Manpower Commission, mass hiring was done through the United States Employment Service offices. The New Jersey Urban League was, therefore, called on to do relatively little routine referring. Practically all able-bodied men who wanted to work could get jobs - at least <u>some</u> job. Hundreds of thousands of women who never before had enjoyed full time regular employment were then so employed. However, many hundreds more Negro women were meeting rank discrimination in spite of great need for additional workers in war plants and peace-time companies.

The new Industrial Secretary immediately began to study the basic problems presented by those that came to the Industrial Department. Persons with the greatest sort of emotional upset were trying hard to explain the roots of

their difficulties. Usually, their best efforts resulted in one word, "discrimination".

It was not a matter of not being able to get any work at all. There were loud cries for household employees; and as for any women strong enough, plants were glad to employ them as laborers. But plants were not employing Negro women in their other departments on the same basis as white women. For Negro women not physically able to perform heavy labor and who were intellectually able to perform work requiring more intelligence but were denied the opportunity because they were Negroes, there was almost insurmountable frustration.

Both Negro men and women came to the office and poured out their problems caused in large measure by in-plant discrimination. Regardless of their ability or training, these men were usually placed on work requiring much less of their ability or training, paying less, and under less desirable working conditions than equally qualified white men secured.

It was seen that very little help could be given these people through even the most expert casework treatment, even if there were enough case workers with psychiatric training available in the various agencies in the community. The problems had to be tackled at their source - in the places of employment.

FACTS AND STATISTICS

It was necessary to get to the persons controlling the policies and practices governing employment in the innumerable corporations in the community. For the New Jersey Urban League, the 'community"

comprised Newark, Irvington, Orange, East Orange, West Orange, South Orange, Harrison, Kearny, Arlington, Bloomfield, Belleville - in other words, all of Essex county, large parts of Hudson and Union counties, and smaller sections of practically all the seventeen northern counties in New Jersey.

Facts were needed. It was not enough to go to employment officials of companies with a story of the maladjustment and frustration in the Negro community, caused by discrimination against Negroes by the employing companies. Corporation officials are not social workers, nor are they outstanding for any efforts to improve the conditions suffered by the common man.

Corporation officials are concerned about their own industry, and particularly about their own plants. They are concerned about whatever affects the flow of dollars and cents through their accounts. The relationships of the Negro group to their efficiency and profits, needed to be shown these officials.

The new Industrial Secretary developed a list of the large and small employers in the area. The files in the New Jersey Urban League office showed many plants long out of existence, and did not include new companies. The several hundred companies that were listed, were represented on separate file cards showing the name, address, article manufactured or sold, and in some instances the type of work operations done. A great deal of work and a good job had been done on these, but they had not been kept up to date since their development in 1935 with W.P.A. financial support.

For the Secretary's purposes, the following sources were resorted to: Poor's Financial Record - Industrial Manual; Industrial Directory of New Jersey, 1943-1944; The Dun and Bradstreet Reference Book; Moody Manual of Investment, American and Foreign - Industrial Securities; United States Treasury Department statements; and newspaper articles. In this way the new Secretary got a good understanding of the scope of the important industries in northern New Jersey.

On the other hand, he made a survey of the problems of those the office was attempting to serve. On the basis of this survey he estimated the number of Negroes wanting employment; the number of Negroes employed at their highest skills, and those employed at much less - and the relative number of white workers in each category; and the number and type of workers needed by companies.

In order to get more information about specific plants, and to be able to relate printed information more accurately to given plants, the new Secretary began coordinating his development of facts to his routine "good relationship" visits to plant personnel offices. Instead of allowing the discussion to run away on comfortable talk about the 'racial problem', the Secretary kept bringing the discussion back to the individual plant. He put careful questions that would bring out vital statistics about the company and its actual personnel practices - not its spoken policies.

Usually the Secretary was taken on a sight-seeing trip through the plant, if he had not gone through before.

On these trips, careful steering of the leader into departments not on the leader's mental list, was accomplished. Normally, the host would attempt to show only those few departments in which Negroes were working in representative numbers, and the total absence of Negroes in the "other departments" often coincided with the presence of better working conditions. Unless the host began making apologies for the absence of Negroes in these departments, the Secretary did not attempt to discuss changes. Instead, he waited until a second visit, in the same plant or elsewhere with the same or higher officials of the same company. This allayed the fear of the host that he would be embarrassed on-the-spot if the Secretary saw improper conditions. And, the Secretary always made sure that the next visit was shortly thereafter.

Nothing could take the place of these visits through the important plants in northern New Jersey. They provided an unparralled basis of discussion and argument when the top official was seen later. In a few cases, Personnel Managers and Directors of Industrial Relations had authority to improve and interest in improving some bad practices, and the Secretary always seized on such possibilities to effect improvements.

Sometimes when the Secretary was requested to do a special personnel job in a plant, the official records of the personnel office were turned over to or exposed to the view of the Secretary. Much valuable information came in this way. Never has any information obtained in this way been divulged to anyone other than officials of the company during pointed discussions. Information that was given

confidentially, always was treated as strictly confidential. A strict policy which has had its reward in more and more pertinent information.

EDUCATIONAL RELATIONS

Arming himself with facts, and leaving any would-be sparkling personality outside the front door, the Secretary began to dicker with the Personnel Managers of the various companies accessible to residents of Newark and its suburbs. To protect repeat visits from being considered a waste of time by company officials, the Secretary always kept sure that he had something to offer the company. Pressures in the Urban League office kept him informed about the specific changes needed in individual plants, and so, what he wanted the company to do, and the order of importance of those changes. This meant grounds for mutual exchange, mutual advantage.

Personnel Managers and Directors of Industrial Relations have varying degrees of authority. However, most of them have rather wide latitude in the execution of definite policies. Their main job is, roughly, to keep the employment total at the level needed by the company, and to represent the company in matters affecting the workers' conditions of employment. In very large corporations there is a greater division of responsibilities. There are several persons who have authority in the gamut of matters. All of which makes it important that the Urban League Secretary know just who to see on what matters. In very small companies with less than a hundred employees the President is the person making

practically every decision about practices, which means that the Secretary may see anyone from the Personnel Manager to the President on initial contact with a company.

During his first nine or ten months, the Secretary dealt with Directors of Industrial Relations, or the Personnel Manager if there were no Director. Companies with more than one hundred employees were reached first, since successes would benefit larger number of persons. When requests came to the office from any particular company, or when persons came to the office about some particular company, that company was visited immediately regardless of its size.

With minor officials in companies the Secretary attempted to develop more intelligent attitudes on the part of those officials towards Negro workers and applicants for jobs. He always used some specific situation already existing within the plant to judge the distance the official needed to go and would go. For instance, the Secretary received a telephone call only recently, from the Personnel Manager of a company with about 1,400 employees. The Manager stated that there was a decided lack of appreciation of responsibility on the part of workers in two particular departments of the company. He asked if the League Secretary would come over and help them out. The Secretary visited the company the next day, examined the personnel folders of all the workers in the two departments in question, and then requested an inspection trip to the two departments, and, next through all the departments of the company. It developed that some ninety percent of the Negroes employed by the company were

in one department, the foundry. It was this department that was causing the most concern. Some workers would take a job there, stay one or two days, and quit, with no excuse or explanation. Other Negro workers would work three or four days a week and stay out the other days of the six day week, with no explanation or a very dubious excuse.

The Manager and foreman spoke highly of two or three Negro workers, "good steady workers", who had "been with the company fifteen or sixteen years, with never any trouble". Going back to the Manager's private office, the secretary summarized the situation: According to the foreman, in the presence of the Personnel Manager, the record was not half as poor in the foundry as in the shipping department - with about ninety-seven percent white workers. The foreman, speaking only of the foundry, corrected the personnel sheet, which after corrections showed that more than fifty percent of the poor records were not actual, but were errors in the clerical record keeping. Men were actually working on a night shift but were being carried on the day shift record in the personnel office. And, since frequent changes from one shift to another were necessary, the office was not keeping up with them properly.

This did not satisfy the problem though. The fact remained that there were other Negroes who had really bad records. The situation was reviewed for the Manager, in the following manner. The majority of Negroes employed by the company work in the foundry, which is the least desirable

place to work in the whole company. Foundry work is heavy work, hot and humid in summer and damp and clammy in winter. It is dangerous work, work with white hot steel or other metals, poured into small moulds. The foundry part of the company is at the back. It is almost twilight dark there even on a sunny day, and if it is raining, it is actually depressing.

Workers must travel the length of the first floor to reach the foundry. They pass three other departments on the way. Each of the workers sees that the other departments are brightly lighted, cleaner, and well spaced. Moreover the rates of pay are higher in these other departments. Pressed to show from the records, the number of Negroes upgraded to the better departments, it was seen that not a single such upgrading had ever taken place; even though two workers were praised to "high heaven," and had worked there more than fifteen years. According to practice, Negro foundry workers only secured a different job when and if they had been excellent, and quiet, workers, and demanded something different after "helping out" on better jobs in better departments.

The Secretary pointed out that the company could not expect any better appreciation of the job, with such conditions staring workers in the face. Even the white workers in the second department in question realized that personnel practices of the company were based on petty prejudices. In conclusion, the Secretary drew up a special report sheet on which should be placed the names of all Negro workers employed at beneath their intelligence, training, or acquired skill.

It was suggested that every new opening in any department, that any of the listed Negro workers were qualified to fill, be quickly filled by that Negro. It was a matter of being realistic. If management really wanted to increase the efficiency of each of its units, this would be the first step. The tendency of the Personnel Manager to accept the plan, represented the distance he needed to go, and would go.

EXECUTIVES

Changes effected through Personnel Managers and Industrial Relations Directors represented good progress. However, the Secretary did not wish to wait for the deep prejudices of some of those officials to disappear. He had grappled with them from many points of view, had noticed some change in them, but knew full well that their prejudices had no business in the practices of the companies they work for. On the other hand, there were many who would make moves in the right direction IF they knew their superior officers would be pleased. A few would make proper moves IF forced to do so by a superior's order. One way or the other, it was necessary to carry forward the Secretary's intent to include the Presidents themselves. The Secretary had dealt with the employees, minor officials, and now wished to close the chain with the Presidents. It was up to the Presidents to show whether their policies were so much paper, or whether they were the result of considered judgment backed up by intelligent and stable action.

There was another and equally important reason for reaching the Presidents of large corporations. As officiating heads of large enterprises, their thinking and actions

greatly influence the American way of living - whatever that is. They represent the zenith in mass production efficiency, their organizations, in-plant and industry-wide, represent excellent blocks of influence. In only one area are they greatly surpassed, and that is the area of public relations - where industrial unions have done a better job. To a large extent corporations have not cared about public opinion, so long as it does not affect their profits directly. However, it was an interest of the Urban League Industrial Secretary to make them conscious of public opinion about more than the sale of their products. Most of these men are already outstanding as participants in some program for the very broad general welfare dealing with no controversial implications, unless they favor organized business. For instance, one corporation President the Secretary considers very important to his program, is also President of the United Service Organizations, and was responsible for the withdrawal of the Public Affairs pamphlet, Races of Mankind. To the Secretary he was sincere when he said that he did not feel that it was fair for the United Service Organizations to be a vehicle for any sort of propaganda, good or bad.

What Presidents should be seen first and how to get the kind of conference he wanted, was the first problem. He talked with the Presidents of three small companies about this, after he had known them for some time. They had no good suggestions to offer, since even they never saw the men the Secretary was interested in reaching first. The Secretary wanted to have interviews with the heads of financial empires,

because they should take the lead in his program. If these "empire heads" took steps in the right direction Presidents of lesser corporations would probably voluntarily become interested.

At about that time, the Executive of the New Jersey Urban League called the Industrial Secretary in and raised a question about his developing a Conference of Leaders in Industry. With hardly a word of comment the Secretary promised to get to work on it. He knew what had been in his own mind, that there was a problem, and the Executive's suggestion was a good one. Perhaps this could serve two purposes, a Conference to catch public attention, and a basis to establish close working relationships with the corporation Presidents. The Secretary felt that only through the latter relationship would any real progress be made; on the other hand, he also agreed with the Executive that the time was certainly ripe to capture the public-at-large.

The Industrial Committee, composed of members of the Executive Board, had been practically worthless up to that time. It had been inherited by the new Secretary, and his every effort to rejuvenate it had met with the most logical and practical excuses. Of the seven men on it, however there were three that the Secretary felt might have some help to offer at this point. He called the next regular monthly meeting of the Committee with that point in mind. He was rewarded, when one of the three who came suggested that a certain man in Elizabeth be reached and "sold" on our idea. The Committeeman offering the suggestion, was himself the

Personnel Manager of one of the largest retail stores in the world, and his estimation of the man in Elizabeth seemed to have good grounds.

The Secretary proposed one alternative, that was acceptable, if the first suggestion would not work. It was thought that it would have to be a masterpiece of skill to get this man into our program, and take such a responsible relationship to it. Frankly, the Secretary did not relish the idea of the success of the program depending on the complete winning over of one person. The ultimate aim of the program was to effect real progress for hundreds of thousands of American citizens, who had been and were being discriminated against in avenues of employment. The Secretary felt keenly a question of, "Should the welfare of so many people rest on one man, and the Secretary's ability to interpret the problems, the method, the goals to him in such a way as to win his sincere interest and active participation?"

On the other hand, this man in Elizabeth is the President of a large corporation, the President of the largest and most powerful organization of industrialists and business men in the state, and state Chairman of a very highly respected and publicised state economic organization. He was one of the men the Secretary definitely wished to reach anyway. In his triple capacity he could certainly effect more help for the program than any other one man at that time. He was certainly the man to see. And, the Secretary did see him, again and again.

It is impossible to recount exactly what was said in those conferences in Elizabeth. However, the Secretary was extremely pleased with the development of interest, and was rewarded with very lucid planning. It was decided that no publicised conference should be attempted, if real action was to be expected. The better objective would be to stimulate the men to be reached, to take action ostensibly on their own initiative.

After some six weeks the first successful point was a reality. The two conferees had developed a selected list of twelve men, who represented just about the most important industrial and commerical interests in the state of New Jersey. Most of the men are Presidents of corporations whose organizations extend across the country. Some half-million workers could be affected by their joint decisions.

The first get-together was a Luncheon Meeting at the Newark Athletic Club, and every person invited was present. The Secretary's conferee chaired the meeting, and very ably, with a type of skill perhaps best used by industrialists, presented the problems, and the relationship of those present to them. The reception was not smooth. There were objections, and pointed observations made to show that the question of the integration of Negroes in employment was not a worthy one. Examples of bad records made by Negroes during the war, were cited. However, the National Urban League had completed a survey of three hundred war plants, which, among other things, showed, "The performance of Negro workers has been highly commended by officials of the majority of the industries

[illegible] satisfactory performance [illegible] reported by a majority of the plants, and the [illegible] recognition of the fact that Negroes succeed in their jobs in the same manner as other workers. Those industries that have followed sound personnel practices have reported good results."

Those conclusions were mentioned, in conversational way, and real objectivity was challenged.

At the second meeting of these twelve men, a "high point" was realized when the President of the largest company of its kind in the state, strode in and announced that he had had a conference with his line executives, and they had decided to up-grade five Negroes who have long and good records in his company as elevator operators, to another level - which happened to be a particular type of employment for which special campaigns have been developed all over the country to aid Negroes secure that type of employment. This President had already been reached by the campaign started by the Secretary, to employ Negroes in the catagory in question.

According to plan, each of the Presidents at the first two meetings was to take the initiative and assemble a group of other corporation Presidents, for subsequent meetings. Four other groups were assembled, extending the Secretary's program to some forty other Presidents.

Follow up of these meetings was done by private conferences between the Secretary and individual Presidents. A specific "step ahead" was the objective of each such conference. For instance, in one conference with the President

of a company known the world over, the Secretary interested the President in employing an experienced personnel officer, who would be an official representative in union-management relations. Because the person that the Secretary was recommending was a Negro, even the presence of this new officer would increase the morale of employees and be an example of hiring on the basis of need and merit, regardless of creed, color, or national origin.

With another President, of a company with branch offices all over the state and employing some forty thousand workers, the Secretary submitted the plan of employing a Negro in some responsible position (to be named by the company) that would give him access to the various departments and offices of the company, in the pursuance of his duties. A part of his time would be made available for study of and recommendations concerning co-racial employment and opportunities for integration of Negroes throughout the company.

EMPLOYEES

ORGANIZED LABOR

For decades, officials of companies said they could not hire Negroes because their workers (white) would object, would quit, would refuse to work beside a Negro. These were not accurate statements; however, organizations specifically representing workers have themselves prohibited Negroes from membership.

For interesting reflection here, is a statement from The Negro Worker in Minnesota - A Report to Governor Edward J.

Thye, by The Governor's Interracial Commission of Minnesota: "Prior to 193[illegible], relatively few white workers were members of labor unions. They were nevertheless prejudiced, and often refused to work with Negroes. Gradually, as the white workers were organized, they carried into the unions their former prejudices. Yet, because the labor union is an organized group with elected leaders, conditions of membership and a philosophy, it can be an excellent movement both for educating white workers and also disciplining them if they refuse to work with Negroes."

The following observation by Dr. Gunnar Myrdal in his, An American Dilemma, is also interesting. "The increasing power of the labor unions, and particularly their rising importance for unskilled and semiskilled workers, is to the Negroes one of the most significant of all recent changes in the institutional framework of the American economy. Their past experiences with trade unions have been none too good in most cases." - page 401.

And to round out these observations - Roy Hudson, in the pamphlet, Post-War Jobs for Veterans, Negroes, Women: "Since the formation of the CIO, the organizational growth of the trade unions has increased the strength and influence of labor enormously. Especially during the war period, labor has been able to solve its problems not merely by exercising its economic strength, but primarily by political action. Two important factors helped labor to accomplish this. First, it has been able to develop greater political understanding and initiative and as a result, succeeded in organizing its

own independent political strength. Secondly, it has been able to win political allies. Of these allies, the most important single force has been the Negro people, 16,[illegible] strong, who are also maturing as an independent political force."

From all these points of view, and more, the Urban League is interested in organized labor. The Industrial Secretary of the New Jersey Urban League worked with C.I.O., A.F.of L., and Independent unions. In the first several months in Newark, he only directed his efforts towards either union group as problems coming to his office demanded. From persons with various problems, his questions usually revealed actual union practices, even though the immediate problems might have little or nothing to do with any union. A file of "Comments about locals" was kept, consisting of long-hand notes jotted down as heard. In this way the Secretary began to form a good idea as to what were the actual experiences of Negro workers at the hands of various union locals.

As the other work of the Secretary caused him to move across more circles of people, he inevitably found himself on committees on which there were also officials of labor groups. Correctly, there was a President of an important Union Council, on the Executive Board and Industrial Committee of the New Jersey Urban League. As long as the Secretary can remember, this union official has never attended a meeting of either the Board or the Committee. A better record is chalked up by another union official, happily. He is the only other Labor person on the Committee, and can be counted on whenever needed.

After the work of the new secretary began to be felt in the area, invitations to participate in union-sponsored public affairs were received. A little later requests to address audiences of union members, came to the secretary, and their fulfillment provided him with good working relationships with persons who had the means of 'going-to-bat" on specific problems.

It was quickly evident that in New Jersey as elsewhere, the C.I.O. was way ahead of other union groups on matters of democratic action. Above all, the leaders over the state set the pattern for the rank and file to follow. Among paid officers there are Negroes, there are Negro clerical workers, and no strained social relations are experienced. Moreover, all publications that deal with any question in which there is possibility of any persons thinking the material does not apply to Negroes, specifically includes Negroes. Many publications deal only with co-racial matters. And, state conferences always include the awareness of Negroes, in various ways. Recently there was a State Conference on Discrimination.

Nevertheless, lesser officers cannot be so highly commended. This was particularly true in the secretary's work with and knowledge of shop stewards and committeemen. Here were problems of non-paid persons, who remained more or less individualists as they would be without the positions they were elected to. The secretary found them too often unable to carry the burden of their own jobs, for which they were paid by the company, and the problems of all the other workers also. Grievances reported to them often were not remembered,

much less worked on.

For instance, a woman came to the Secretary's office for advice about payment into a strike fund. She had been working in X company for some three years, when a large lay-off occurred. She was not laid off, but was transferred to another department at 81¢ an hour - a reduction of 11¢ an hour from her preceeding rate. At the same time, three other women were transferred from still another department to the same department of the woman talking with the Secretary. The other three women did not receive a reduction in hourly pay, they continued to receive 92¢ an hour. The woman in the Secretary's office, had reported this situation to her shop steward and to the local President. Two weeks passed with no action, and she again requested remedial action. She was told, "O'kay, we'll take care of it". In the next three weeks she spoke of it twice, but still nothing was done. After two months had passed, the shop steward came to her and requested five dollars for a strike fund - a strike vote was about to be held. The woman asked if anything had been done about her grievance - her improper reduction. The steward refused to discuss it. The next day one of the union officers, a man, came and said that if she did not pay the five dollars she should consider herself out of the union, which might mean dismissal from the company since the union had a closed shop agreement with the company. The Secretary advised the woman to pay the five dollars, and to await the Secretary's action with the Union. The Secretary referred the matter to an executive officer of the Council, with a request for adjustment and retroactive

pay to the date of transferral - the request to be officially carried to management through proper union-management channels. Before the strike occurred, this matter was settled. The strike lasted for two months, and the women was thus safeguarded.

The executive officers do not tolerate such laxity that denies the fundamental advantages of union membership to its members. That is true of the C.I.O. in New Jersey, at least.

Relationships with A.F. of L. unions were not so extensive. In much the same way the Secretary met various C.I.O. executives, he met executives of the A.F. of L., but did not find these latter as willing to meet him half-way. He found it more difficult to establish dependable working relationships that would make it easier to get things done. Nevertheless, there were problems to be solved. They had to be solved.

Towards the close of the war, a great deal of planning was being done about the acute housing shortage. The state of New Jersey had a fund of some $1,000,000 that was being discussed as a source of aid to municipalities for housing. The city of Newark was deeply concerned about housing for Veterans, and a Commission was appointed by the Mayor to present a workable plan to meet the need. Finally, and before such action was taken almost anywhere else in the nation, the City Commission of Newark authorized the expenditure of one million dollars by the Mayor for the purchase of surplus defense housing on one or two sites over the country.

The buildings would be taken down, transported, and put up in Newark.

Plans had also been completed for a broad program of building, "from the ground up". Employment would be provided for several thousand workmen, depending on the amount going on at the same time, and the availability of materials.

The Secretary was interested in what would happen to Negroes who were qualified for and wished to work in the building program. The building trades are highly unionized, by A.F. of L. unions, and these unions are mostly responsible for the difficulties Negroes have had in becoming qualified, or if already prepared, to work in the building trades.

Several false starts were made, the result of trying to get some individual unions committed to a program that the Secretary would work out with them to assure Negroes employment in the building trades in much the same manner as white workmen. Seeing little chance for satisfactory action, in time to help Negroes onto the ground floor of building now beginning, the Secretary decided to go to the Mayor of the City of Newark.

This move was made not only because the Secretary had worked pleasantly with the Mayor before, but for two other reasons. The Mayor was also the Secretary-Treasurer of the A. F. of L. Council, and, as Mayor would have a great deal of influence and actual control of building in which the city would have some financial operation. It is too early to know what the results will be.

INDUSTRIAL RELATIONS STUDIES

STUDIES REQUESTED BY MANAGEMENT

One of the most significant developments in the Industrial work of the New Jersey Urban League has occurred since April, 1944. The emphasis of the Department changed with the times, changed to meet new challenges most effectively. The Industrial Department became an Industrial Relations Department. In April 1945, at the 28th Annual Meeting of the New Jersey Urban League, the Executive Secretary said, 'Our Industrial Secretary has become an industrial relations specialist".

Carrying some psychiatric casework techniques with him, and continuously grasping new insight into industrial relations, the Secretary mastered what, happily, turned out to be a good impartial office in the field. As he probed into conditions in plants and offered recommendations that effected improvement of certain conditions, plant officials began to see a new source of help for some of their problems. Plant officials called on the Secretary to study specific problems, make recommendations, and aid in the execution of action agreed upon. These problems ran the gamut from recruitment and absenteeism to job-analyses, wage-studies, and production efficiency. It seems that the lot of Negro workers was almost always materially improved, and co-racial work was always strengthened.

Management was respectful and appreciative - often demonstrating their appreciation - as one company did with a check to the League for one hundred dollars.

Company officials asked the Secretary to make studies of certain problems in their companies, as the result of suggestions from officials of other companies, Chambers of Commerce, and Governmental agencies.

For instance, in July, 1944, a serious problem arose in an industry that had effected a 100% conversion to production for war. As the situation progressed war production in a very large number of plants was threatened. Government officials were gravely concerned, trouble was brewing in this particular industry all over the nation.

A conference of representatives of the affected industries in northern New Jersey was called in Newark, by representatives of governmental agencies having legitimate entree into the problem. The Executive Secretary and the Industrial Relations Secretary of the New Jersey Urban League were asked to attend, and there they heard the technicalities involved. The crux of the situation was a threatened strike in one particular company, that would immediately close down nineteen others in northern New Jersey. The President of the strike-threatened company gave the position of Management, stating that an impasse had been reached - "Management (had) done all it could). A representative of the union (A.F. of L.) stated that the union officers were not condoning the strike which would be a violation of their no-strike pledge. Governmental representatives insisted that the war effort could not tolerate any strike, and that the articles produced by the companies that would be involved were important to and were a vulnerable spot in the material

of War. The representatives of Management, the War Production Board, the War Labor Board, the War Manpower Commission, the Army, and the Navy, jointly asked the New Jersey Urban League's Industrial Relations Secretary to attempt to bring about a solution to the situation.

The Secretary accepted the request and began work to develop a solution. His work included seven visits to the _____ plant, including three talks to groups of workers, three discussions with individual workers, and one meeting with representatives of twenty foundries, union representatives, and workers; four meetings in Urban League office with workers of _____ foundry, groups of workers and with individuals; and one meeting at the Irvington Chamber of Commerce, of a committee of twenty foundry Presidents, Union representatives, and worker representatives.

The Secretary's initial visit to _____ foundry on the evening of the day set for the strike, resulted in the workers' decision not to strike but meet at Urban League office the following day for discussion of problems and grievances. On the following day the men decided to stick to their jobs for thirty days, pending developments of contacts by the Industrial Relations Secretary. It was explained that any negotiations would consume several weeks.

A thorough study of all the problems involved was made by the Secretary, and recommendations for improvement and solution were made. The affect of his work is indicated, perhaps, by the following letter:

"I want to express the appreciation of the War Manpower Commission for the intensive efforts you have made to help straighten out the situation at the _____ Foundry in _____, New Jersey. Your report of June 1, 1944 completely covers the facts.

Representatives of different agencies in Washington apparently are going to give serious consideration to problems concerning manpower difficulties in foundries and forge shops throughout the country. I am hoping that their findings will correct the inequities which your report pointed out."

And later, after some recommendations were acted on:

"I am happy to be able to inform you that our joint efforts have brought about considerable improvement in the labor supply and utilization situation at the _____ Foundry in _____, New Jersey.

Because of the important war production scheduled for this plant the War Manpower Commission and the other interested Government agencies are greatly indebted to you and the Urban League for your important participation in the steps taken to bring about this improvement."

INVESTIGATION REQUESTED BY WORKERS

As it is a social agency that not only seeks to relieve emotional stress and maladjustment with short-term treatment, but also seeks to improve the situations and causes themselves, the Urban League is looked to for leadership or help in a variety of areas of human welfare - particularly affecting Negroes. Its Industrial Relations Department finds itself the only avenue of help at one time or another in almost every type of problem affecting satisfactory employment. The widest variety of problems comes from individuals, and although the League by no means solves all of them, it is usually able to be of real service.

One very interesting situation was brought to the Secretary by a worker in a defense plant that was a subsidiary of a corporation whose name is well known throughout the United States. A Negro worker in this subsidiary company, employed as an inspector, had become quite disturbed because of the slip-shod way in which important war work was being turned out. Government specifications called for one thickness on a certain invaluable instrument part, but orders had come from "upstairs" that parts should be passed with substantially less thickness. The breakdown of the unit being produced might mean certain death for an indeterminate number of Allied service men, as well as disruption of moves towards objectives. The worker was troubled. He knew he was to pass material that was a threat to life and limb. He knew that he had tried in this same company to get a much better job that he had the training for, but was denied because he was a Negro. His demurring about the order from "upstairs" was jeopardizing his job, and his discussion of it with his superior was thought insubordination. The worker requested the Secretary to take some action to get the bad practice stopped, and a recheck made of units already shipped.

The Secretary did make an investigation. He did so without the officials of the company knowing, because he found at once that there were a series of irregularities that indicated other action. The Secretary got sworn statements about one matter, and referred the whole matter to the Federal Bureau of Investigation with which there had been working relationships for some time. F.B.I. actions are confidential,

however it may be said that the action was completely warranted.

Another example of an investigation requested by workers concerns three men who came to the Secretary's office and stated that they worked at _____ company as laborers. They had been employed there one month, thirteen months, and fourteen months, respectively. They said about three dozen Negro men worked in the plant, and that only one of that number worked on a machine - and he was a machine operator's helper. All requests from any other Negro to be upgraded, were denied. Furthermore, the company had refused to hire a single Negro girl, though they employ a large number of white girls. The Negro men had argued about this situation in union meetings, but had gotten nowhere. The Negro men were contemplating quitting, en masse.

Investigation by the Secretary disclosed that _____ company had, at that time, 1574 employees, of which number 43 were Negroes - all men. There were 547 girls, but no Negro girls employed. The union was found to be an un-affiliated Independent Union. All the statements of the three men in the Secretary's office were found to be correct.

Work of the Secretary determined that Management of the company was quite out-dated. The Industrial Relations Director was an elderly man whose thinking was dated as far back as his own years. The union officials worked hand-in-glove with Management, trying to keep a closed hierarchy for themselves and their personal friends.

After much debate, the Industrial Relations Director argued that Negro girls could not be employed because there

was no room for separate toilet facilities. A good deal of unpleasant discussion followed before the Director realized the present day meaning of Industrial Relations.

Finally, agreement was settled on employing Negro girls, and on upgrading qualified Negro workers to machine jobs. Original actions were only token, but, unfortunately, large lay-offs interrupted the chance to evaluate the change.

COMMUNITY RELATIONS

It may already be seen that at least half the Secretary's time is spent outside the New Jersey Urban League offices. The causes of problems expressed in the Secretary's office, are outside in the community and the Secretary has gone to the community for their solutions.

THE UNITED STATES EMPLOYMENT SERVICE

Long before an Urban League Industrial Department becomes an Industrial Relations Department, and long before the Industrial work earns its status as a Department, there are referral services offered. By virtue of the very position Urban Leagues hold in cities, they are forced to develop job-placement services. This is true in spite of the growth and strengthening of United States Employment Service offices in cities and municipalities over the country. Before these offices were placed under the jurisdiction of the federal government, as the United States geared for war, the record shows that they were catering to the local whims and prejudices of employers in their areas.

When the War Manpower Commission was created and placed in charge of the United States Employment Service, one of the first breaths of non-discriminatory democracy blew through the United States Employment Service. War Manpower Commission regulations required that United States Employment Service offices refuse to accept job-orders that specified, "white, gentile" or excluded any racial group. Later, President Roosevelt, pressed by the threatened "March on Washington" organized by the March on Washington Movement headed by A. Philip Randolph, issued Executive Order 8802, forbidding discrimination by any employer, or sub-contractor, holding a contract with the government. Not to be forgotten, also, was the work that Urban Leagues had done directly with United States Employment Service officials all over the country. In Newark, some credit is certainly due the Executive Secretary and staff of the New Jersey Urban League who labored with the Newark United States Employment Service office discriminatory practices prior to government action. They helped create the climate that went a long way in showing the intelligence of non-discrimination.

By April, 1944, employers were in dire need of workers. Indeed, if they could not show a sufficient number of workers to carry out a contract, they could not get the contract from the federal government. Every man, able and willing to work, could secure employment. As war production swung into high gear, there was always a demand for more male laborers. Employment for female workers was more spotty. However, the United States Employment Service offices in and

around Newark were doing a good mass referral job, and with a reasonably good record of non-discrimination. Further, War Manpower Commission regulations required employers and job-applicants to follow a procedure that was best suited for mass referrals and placement according to priority classification of essential industries. Employers were required to keep the United States Employment Service informed of their vacancies, and because of the "shortage of help" had all they could do to keep up with War Manpower Commission requirements.

All of this means that the job-orders were actually at the United States Employment Service offices, and since the Newark, Irvington, East Orange, Elizabeth, and Bloomfield U.S.E.S. offices have full staffs (some eighty persons in the Newark office alone) to insure the handling of all-comers, the Secretary believed that his Employment Division should complement[1], and not duplicate, the services offered by the United States Employment Service. There was only one person to handle all the divisions of work in the New Jersey Urban League's Industrial Relations Department, and that person was the Industrial Relations Secretary. The United States Employment Service is a governmental agency, supported by public tax money, and the Secretary felt his time would be spent more profitably if he gained assurance that Negroes would be served in U.S.E.S. offices quite as fairly as white persons. This would aid more Negroes than the one Secretary

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1. See section on "Employment" for specific things handled by New Jersey Urban League.

could possibly take care of in his own office.

So it was that the Secretary developed very close working relationships with the United States Employment Service. Almost daily he got information from job applicants in his office, that kept him advised on what was actually happening in U.S.E.S. offices in the Newark area. Evidence of discrimination was not lacking, but factual details were usually not available in such a way as to make direct charges. Instead, the Secretary discussed the tendencies with the U.S.E.S. office Managers, particularly in Newark, and attempted to stimulate their personal initiative about stamping out these improper trends. The Newark Manager always had a cooperative attitude, and was helpful in any specific complaints brought to him about his office.

Immediately following V-J Day changes that the Secretary feared, began to take place. Would-be household-employers had been crying for household workers and waiting for the close of the war when they felt that many Negroes could be forced to accept such employment, and at ridiculously low wages. The Secretary discerned a distinct tendency in the Newark U.S.E.S. office to compel many Negroes to accept household employment or work in laundries - also at low rates. "Cooperation" would not be enough. The Secretary felt that some direct action should be taken, and so, secured an interview with the state U.S.E.S. Director in Trenton, for himself and the Executive Secretaries of the other Urban Leagues, and similar agencies in Northern New Jersey. Speaking for and with this group, the Secretary requested aid from the state office on

four matters: (1) information about jobs and job-rates in the three War Manpower Commission areas of the state; (2) need for a directive to all United States Employment Service offices in the state requiring that all interviewers classify job-applicants according to their highest skill and their job preference, not on pre-war occupation; and (3) that Negroes referred to jobs and not accepted because they are Negroes be referred to the Urban League or similar agency nearest the U.S.E.S. office handling the matter, together with the name of the company discriminating and the job to which the applicant was referred. The last named objective is not to have the U.S.E.S. institute any sort of action against any discriminating company, but to perform a duty any agency has, to refer its aggrieved cases to an agency that is equipped to help.

The state Director agreed to these requests, but suggested that the Industrial Relations Secretary of the New Jersey Urban League meet with the Managers of offices in the Newark area and make the request orally; and, depending on the success of the Secretary, other areas would or would not be reached similarly.

According to plan, the Secretary was invited to the next regular Managers' meeting, in the Newark area; and there outlined the mechanics of the procedure desired. The Newark War Manpower Commission Director who was chairman, stated that the state Director had given his approval to the Secretary's plan and that he himself is giving it approval and active support. The Director then asked for

comments, and called on the Manager of the Newark office first because he had been shaking his head. The Newark Manager stated that he did not approve and would challenge anybody to try to force him to follow the Secretary's plan. Comment was not forthcoming from the other Managers, and the Director suggested that all Managers await a form from the Director's office that all Managers would complete and return. This is to be done at regular intervals.

The Secretary learned later of specific developments, particularly in the Newark U.S.E.S. office, which seemed a line of opposition. This merely confirmed the Secretary's feeling that direct action was sorely needed, that on any decisive issue "cooperation" would break down. So far, the Secretary's plan is official procedure; but it is too early to state what has yet to be done to enforce it. This represents the number one problem of Employment and minority groups in the state of New Jersey. As a matter of fact, the newly created state Division Against Discrimination (the permanent state F.E.P.C.) has not itself yet been able to get a conference with the state Director of the United States Employment Service. Official cooperation has thus far been withheld.

The Secretary wished to stimulate some actual working arrangement between the state Division Against Discrimination and the United States Employment Service in New Jersey, and so addressed an Open Letter to the Assistant Commissioner of Education, in charge of the Division Against Discrimination. The Secretary's relationship with the Division is close enough; its Chief Enforcement Officer resigned as Executive Secretary

of th New Jersey Urban League on July 25, 1945, and the Secretary has seen the Assistant Commissioner on several occasions. There was, therefore, no question of good relationships which prompted the Open Letter, but, rather, a desire to marshall public opinion behind efforts to develop close relations between the Division and United States Employment Service.

The Open Letter, sent to the press was as follows:

Because of the frequency of complaints coming to me from individuals in my office, about inability to work at piece to which they are referred by local U.S.E.S. offices, on the basis of actual job-ordered, I would like to ask if any arrangement has been effected between the Division Against Discrimination and the U.S.E.S. in New Jersey, that will reduce the frustration of members of minority groups when not hired seemingly because of race, color, or creed.

It is a matter of great concern to me that individuals are feeling the effects of discrimination with no bona-fide arrangement between the Division and U.S.E.S. for helping employers when they request "white, gentile only" and refuse to hire anyone else. The United States Employment Service is a large governmental agency, at present, too busy to take the time to talk over with every employer the advantage to him of employing the best qualified person regardless of color, creed, or national origin. The Division could do a great deal of good in this respect in the field of employment in our state, if it worked closely enough with the U.S.E.S. to almost automatically talk with employers when it is needed. Moreover, members of minority groups would suffer much less, and employers would in the long run be appreciably aided.

Recently, I had a conference with Mr. Thomas Costello, State U.S.E.S. Director, along with the Executive Secretaries of three other Urban Leagues and similar agencies in New Jersey. At that time Mr. Costello promised close cooperation with Urban Leagues and similar agencies in New Jersey. Even though we have this promise of close cooperation, it seems that our job cannot effect the complete and over-all help to members of minority groups either in our localities of operation or in the state. It seems, therefore, imperative that some close working arrangement be established between the Division Against Discrimination and the U.S.E.S. in New Jersey.

I trust that whatever steps are necessary might be taken, and that this type of arrangement might be a harmonious one enabling all parties better to discharge their respective

responsibilities, and that it can be made effective as soon as possible.

That letter was sent to the press and to the official to whom it was addressed. The Secretary awaits reaction.[1]

SPECIAL COMMITTEES

The Secretary's interest was inevitably drawn to many aspects of the work of many other organizations in the community. He was particularly interested in any activity that might contribute to the realization of his chief objective, the total absence of the question of being a member of a minority group as a factor in a person's successful attainment of his vocational aspirations. In New Jersey, in spite of evidence to the contrary, there are large numbers of people of all colors, creeds, and nationalities who believe that color, creed, or national origin should have nothing to do with a person's chances to succeed. The Secretary worked to increase this number, and also to help direct the action of these people into significant channels.

Invitations were cordially extended to the Secretary to work with several groups. These were welcome opportunities. They provided the Secretary with a source of a good deal of valuable information about the community and other agencies. They made it much easier to recognize specific personalities associated with the various forces in civic affairs. And, above all, there were some conscientious efforts to make Democracy a living reality in several pertinent areas.

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1. The "reaction" included a Conference between the Division Against Discrimination's Commissioner and Assistant, and the State U.S.E.S. Director. A directive was issued on January 1, 1946 forbidding discrimination in New Jersey U.S.E.S. offices.

Work as a member of the Program Committee of the New Jersey Welfare Council, and planning the annual state conference of social workers, was as much a learning experience as it was an opportunity to contribute. Work as a member of the Executive Board of the New Jersey Consumers League, and as a member of its Wages and Hours Committee, was a valuable extension of the interests of the Urban League industrial relations work.

COMMUNITY ORGANIZATION

One of the most significant pieces of work done by the Secretary was the result of a Clinic on Racial and Religious Relations, of which the State Highway Commissioner was Chairman, and which was sponsored by the Federal Council of Churches, the Essex County Council of Churches, in cooperation with nearly thirty social agencies and civic organizations in Essex County. The Clinic was held on November 9 and 10, 1944, at the Y.W.C.A. in Newark.

The Industrial Relations Secretary of the New Jersey Urban League was asked to assemble a group of community leaders, whose names were given to him, to serve on an Employment Committee. There were to be five general subjects of discussion, of which Employment was one, and the names given the Secretary were of persons having most to contribute to the setting up of an Employment Session and discussion. The twelve people assembled by the Secretary were officials of governmental agencies, and unions, Personnel Managers of industries and commerical companies, and Ministers.

Some four or five meetings of this group were held, with the Secretary acting as chairman, to decide on the content of the Employment Session, to study and draw recommendations from the same, and otherwise plan the program. The Employment Session was the only evening meeting of the Clinic. It was very well attended, was chaired by the Secretary, and resulted in Clinic acceptance of the following recommendations of the Sub-Committee on Employment:

The Sub-Committee on Employment has expended most of its energies toward the goal that specific action be taken by properly constituted bodies, in order to facilitate better understanding and improve relations among all groups.

The following recommendations were endorsed at the session on employment of the Clinic on Racial and Religious Relations, held on Thursday, November 8, at 7:30 p.m., at the Y.M.C.A.

1. That the Summary Committee delegate to Dr. Spencer Miller, or his duly appointed representative, the responsibility of expressing in writing to New Jersey Congressmen in the Senate and the House of Representatives, to the committee on establishment of a permanent Fair Employment Practices Commission, and to the President of the United States, its resolution that there be established a permanent commission on fair employment practices.

2. That a permanent state commission on fair employment practice be established in New Jersey.

3. That violations of the state Civil Rights Law be accepted directly by the Attorney General of the State of New Jersey for prosecution.

4. That the type of work done by the Sub-Committee on Employment be continued through the establishment of a permanent council on equal job opportunities; such council to be comprised of labor, management, government, and private agencies operating in the field, to be convened by the personnel of the Sub-Committee on Employment.

At least two of those recommendations found success - not,of course, merely because of them alone. A great deal of work went on between those recommendations and the fruition

of their objectives. Assembly Bill No. 301, State of New Jersey, was introduced March 1', 1945, by Dr. J. Otto Pill. Assembly No. 301 was, "An Act to prevent and eliminate practices of discrimination in employment and otherwise against persons because of race, creed, color, national origin or ancestry; to create a division in the Department of Education to effect such prevention and elimination; and making an appropriation therefor." Two other Bills had been introduced, and they were stronger Bills, but Assembly No. 301 was the "Administration Bill". Assembly No. 301 passed. It is now the New Jersey "Law Against Discrimination", and is administered by the Division Against Discrimination.

Efforts to make the Sub-Committee a permanent organization also met with opposition. However, after ten or eleven months it emerged a strong unit. It is now The Employment Problems Committee, of the Newark Council for Inter-Group Action - a group coordinating the activities of about seventeen community agencies and organizations in the area of inter-group action.

The way in which the Committee became a part of the Council might be seen through the following excerpts from the Minutes of the October 5, 1945 meeting of the Newark Council for Inter-Group Action:

> "To provide background information for a pending decision by the Council as to whether it should take over the functions of the Employment Problems Committee, several speakers representing organizations interested in employment discrimination presented their views as to what might be done by voluntary organizations to assist in attaining the objectives of the Division Against Discrimination. ..

> Mr. Morris ... proposed that the Council for Intergroup Action establish a committee which would be charged with developing and organizing projects for the solution of employment discrimination problems. It was of paramount importance, in his opinion, to obtain cases, for processing by the Division Against Discrimination. He suggested that liaison be established with a hundred or more key individuals, ministers, social workers, school teachers, etc., who are in touch with large numbers of people who are apt to directly suffer discrimination. These persons would report cases of discrimination which come to their attention to the Employment Problems Committee, which would help prepare the case for and see that it gets to the Division."

This suggestion was accepted and the Committee was voted official status by the Council, with the help of discussions of representatives of the Greater Newark C.I.O. Council, The Community Vocational Service, State Industrial Union Council, the Education Chief of the Division Against Discrimination.

The Secretary is Chairman of the Employment Problems Committee, and the Committee has already referred five cases to the Division. On the other hand, the Committee has a threefold purpose - the second of which cannot be done at all by the Division, since it represents an area that is outside its jurisdiction:

(1) Help aggrieved individuals make their complaints of discrimination to the Division Against Discrimination.

(2) To help individuals and groups in determining the possibility of their being employed in places where there is a background of rumored discrimination, causing members of certain groups not to apply for work.

(3) To prepare and carry on an educational program through the agencies of the Council, in order to secure public support for fair employment practices, and in order to encourage aggrieved individuals and groups to supply information and data concerning discriminations.

SPECIAL ORGANIZATIONS

Early in the new Secretary's work, the problems of Veterans of World War II were demanding more and more attention. Requests for help were increasing and the Secretary was becoming alarmed about the prospects of their needs being filled. Essex County was hearing a lot of talk about aid to Veterans, but little action was taking place.

The Secretary studied his office to see if a specific program might be developed there. The absence of even a full time clerical worker to assist the Secretary, and the work already underway that could not be curtailed, made it impossible to develop any such special program.

The next step was to determine just what services were available that would really service the needs of Veterans. As the Secretary got into a survey in terms of Veterans, he was informed that the Newark Welfare Federation was at that time engaged in an identical survey, which would be published and circularized within the next four to six weeks. The Secretary dropped his own survey and cooperated with the Newark Welfare Federation, subsequently becoming a member of its Returning Servicemen's Committee.

The survey showed that a large number of agencies in Newark were planning to offer special services to Veterans. However, several months later, and still several months before V-J day, services were still in the "planning" stage, even though large numbers of Veterans were coming into the city each week. The Welfare Federation attempted to coordinate the services in the city, and opened an Information Center.

Before this Center became well-known, two other groups organized Information Centers, but newspaper reports still called the situation "hodgepodge".

Added to this, other agencies and governmental Service Centers were calling the Secretary for help and information, and for outright acceptance of cases of Negro Veterans coming to them. The Urban League was not able to offer any special service to Veterans, and the Secretary felt that it was a poor reflection on the quality of work of these other groups - he was sure it was not a matter of their not wanting to serve Negro Veterans.

To get at the bottom of the situation at a strategic point, the Secretary wrote to all of the Re-Employment Committeemen of all the local Draft Boards, requesting information on their services to Veterans. Sensing the ramifications of the interest of the Secretary, the local Committeemen reported the receipt of the letters to the Deputy Director of Selective Service, at Trenton.

SELECTIVE SERVICE

The Deputy Director wrote what he termed a "collective" reply to the Secretary, and stated that Re-Employment Committeemen were fully aware of their responsibilities, and that the state Director's office would "not tolerate any discrimination", and if the Secretary wished to report any at any time he should please feel free to do so. This did not satisfy the interest of the Secretary, and so, a conference was arranged for the Secretary to discuss this matter further, in Trenton, at the Director's office.

The Secretary went to this conference with two requests: (a) that all Re-Employment Committeemen receive instruction sheets from the State Director's office, setting forth the intricacies of Veterans' problems when the Veteran is a Negro, and the ways in which the Committeeman might be sure that he has effected bona fide help for the Negro Veteran; (b) that Negro Committeemen be appointed to augment and strengthen the staff of each local Draft Board. Committeemen serve without financial remuneration and there was no question of additional expenditures. Nevertheless, the Deputy Director refused to grant either request. He was "sure" that every Committeeman was thoroughly qualified to handle successfully any case that might come before him.

In the meantime, several Committeemen got in touch with the Secretary and frankly admitted the need of the Secretary's efforts. Some arrangements were worked out with them, but the over-all solution was still lacking. Finally, the Secretary wrote to national headquarters in Washington, explained the situation, included copies of correspondence on the matter leading up to and including Trenton, and requested action from Headquarters. After some follow-up, action did come. The Deputy Director was removed, though perhaps for other reasons, and a Negro official was sent into the area. This official was quite well-equipped to cope with matters, and some relief was seen.

EMPLOYMENT

In its supplementary relationship to the United States Employment Service there was an actual job problem that the Urban League had to face realistically. This problem was created by persons who needed special help, who needed special help to get real jobs, not dead-end referrals that would be given Negro applicants in U.S.F.S. offices, to jobs remaining open until applied for by a white, gentile applicant. Even the U.S.F.S. refers to the Industrial Relations Department of the New Jersey Urban League, persons who are unable to meet the qualifications of job-orders in U.S.F.S. offices, because of physical handicaps, age - either too old or too young, - or exceptional training. This meant that the referral services of the New Jersey Urban League need to be effective.

In April, 1944, because of several reasons, the new Secretary found no referral system functioning. There was a total absence of the most important part of a referral service, job-orders. However, he did find an adequate supply of book-keeping forms, and substantial records of persons referred to jobs and where referred. The problem was, therefore, one of re-establishing relationships with those companies recorded. Questions were raised by employers, about Urban League authority to refer, since in the previous two months War Manpower Commission regulations required employers to refuse acceptance of any applicant not presenting a U.S.E.S. "certificate of availability" or a "release" from another place of employment.

The Secretary started at once to secure authority from the War Manpower Commission to refer to any place of employment in the area, with full observance of W.M.C. regulations. This authority was granted, and it represented one of the first successes of the new Secretary.

For the two months operation of these more stringent controls of manpower, before the new Secretary came, the Urban League had been required to clear each referral with the War Manpower Commission, and send a monthly report of persons referred and where sent. The authority granted the new Secretary included no such reporting. As a matter of fact, the Secretary was able to refer to some companies that were forbidden additional workers because they had reached the ceiling established for them by the W.M.C. This authority was secured on the basis of effecting the Secretary's objective of a broad base of employment for Negroes, which was identical in spirit with the W.M.C. policy to effect utilization of all available manpower regardless of race, color, or creed.

Mention of that policy should not be made without highly commending the officials of the Newark area office of the War Manpower Commission for their excellent adherence to their stated policy. Under the direction of the Area Director there was no mere "lip service", but there was actual practice of "no-discrimination" throughout the length (1 year and 9 months) of pleasant, constructive, and praiseworthy working relationships.

The Secretary next began intensive efforts to develop referral arrangements with hundreds of companies in

northern New Jersey. By personal visits to plants, telephone calls, and discussion with appropriate persons seen elsewhere, the Secretary informed Personnel Managers of services the Industrial Relations Department of the New Jersey Urban League could offer them. He always emphasized his interest in not duplicating the services of the United States Employment Service but in complementing them, by careful selection of Negroes for specific spots in already established crews, for spots where carefully selected Negroes could through their personalities improve the relationships between all the workers regardless of race, color, or creed, etc.

In this way, job-orders began to exceed the number of applicants. The Secretary had experienced comparative ease in selecting jobs to fill; his more difficult job was to stick to his decision to refer only to those jobs that would be strategic. This difficulty was the result of the widespread discrimination against Negro women that was still rampant in the area. He could place men in complete terms of his higher objectives of improving race relations in industry by strategic placement; but too many women <u>had</u> to have jobs, <u>then</u>. To hundreds of Negro women it was a matter of survival. The cost of living was going up and up, and Negro women were being denied employment, given the lowest rates payable, and were being "walked over" in the matter of promotions and increases. Negro women had to have jobs, whether they were able to create a therapeutic atmosphere or not.

Referral of women was forced to become more "routine", in order to relieve suffering, suffering in a time of unprecedented high wages and cost of living. However, the Secretary

refused to allow certain placements to become "routine". Additional time was taken, with real sacrifice to other work, to place Negro stenographers in offices where no Negro had worked before, in responsible positions not held before by a Negro, and in any "ticklish" situation. In his visits to plants, commercial houses, and business offices, he observed closely various spots where an additional worker was needed, and talked to the point of employment of a person the Urban League would send.

The over-all objective does seem to have been rather closely followed, now that some results can begin to be evaluated. Many Negroes placed in special jobs are still employed in the same companies, some upgraded from original jobs, some not. The number of Negroes so placed has little numerical effect on the total number of Negroes employed, but their presence and the quality of their work have had a decidedly good influence on persons who were not convinced that integration of Negroes and white workers, in employment, was distinctly desirable, sensible, and right.

COUNSELLING

Many Negroes placed in strategic jobs, have had practically no understanding of the significance of their presence and performance on jobs held by themselves. With most of those referred from the Urban League there has been no emphasis placed on the significance of the job in question. To labor the fact that the applicant is about to represent to some persons the chances of successful integration of Negro and white workers in any given employment, would be an unfair burden to place

on that applicant. Moreover, any particular Negro worker's failure in any respect by no means represents actual inadvisability or impossibility of successful and advantageous integration of Negro and white workers.

Applicants present widely differing personalities, intelligence, training, experience, and social orientation. The very first few minutes of an interview sometimes brings to the mind of the Secretary a clear picture of a special job-situation known to him. Such situations are usually those in which the personality of the applicant seems to jibe with the personalities of white persons with whom the Negro would be working - which is often an excellent way to assure one factor of harmony in new situations. As important as the other workers, is the particular type of job; and sometime the general qualifications seem immediately to fit a particular type of job. For instance, the personality of one applicant who is, say, a stenographer, might suggest a stenographic job in a special situation in which the Secretary knows the personality of the only and or first Negro will be more important than excellence of ability; whereas, general qualifications of another applicant might suggest excellent ability for a certain job, even though the applicant has no training for that particular job - as in the case of a Negro man who was placed through the Secretary as the Assistant Manager of one of the better known laundries in Newark.

Those are unusual occasions however, when the qualifications and personality of an applicant remind the Secretary of a specific job the Secretary is waiting to fill - or would

try to find if there were someone to take it. There is, instead, usually a problem of finding some job the applicant could possibly get, when that applicant has had no experience or special training for any particular job then acceptable to them. The significance of this may be found in the fact that hundreds of thousands of Negroes have been forced to take certain quite stereotyped jobs in order to work at all. It has never meant that Negroes stopped trying to get more desirable employment, but today, with a general awakening of all Americans to the meaning of Democracy and the necessity of its being successful in America if our country is to retain its important world position, more Negroes are unwilling to accept the "leavings" of the employment market.

All of this makes counselling very important. Applicants do not know for what jobs they are best fitted, nor do they know what jobs they have some chance of securing. Some counselling time has to be given to more than 70% of the interviews in the Industrial Relations office, and more than 15% of the total number of interviews are out-and-out counselling with follow up and referral to, or clearance with, other agencies on problems best handled by them.

The amount of vocational guidance given has increased as a result of Veterans coming to the Industrial Relations office. The number of Veterans increased roughly from 1 out of every 40 persons seen around V-E Day, to about 1 out of 20 seen around January, 1946. The increase was greater compared to the total of men only. Veterans were about 1 out of 10 men seen around V-E Day, and in January

1946 had become about 4 out of 6. For an average week, with about thirty persons interviewed by the Secretary, with about ten persons seen on each Tuesday and Thursday - referral days - and from three to five persons seen on Mondays, Wednesdays, and Fridays, - approximately eighteen are women, twelve are men, and six of the twelve are Veterans. Practically no ex-service women have been interviewed.

Veterans seem to require pure vocational guidance more frequently than non-Veterans, which is understandable. Five of every six Veterans interviewed are aided in thinking through their problems to decisions about a job or business, and what job or kind of business and chances of success in the latter, schooling (what school, what field to concentrate in, and how to be able to manage finances or family budget) and housing (to buy, to rent to build, or to find any sort of immediate shelter - as is the case in most instances). These are the problems that are planned about in varying degrees with the majority of Veterans.

Not many Veterans' problems are as clear cut as the following one was, but this one represents the average seriousness and responsibility involved. This Veteran was referred to the Secretary by a Veterans Service Center connected with one of the Universities in northern New Jersey. He had indicated an interest in going to college with government help, under Public Law XVI. However, because of technicalities of the Law that were impeding the help attempted at the Veterans Center, the Veteran was becoming discouraged and was giving up. His "giving up" was due in a large part

to the circumstances involved. He is married, with three children, the youngest born just two days before he came to the secretary's office. His family was in Louisiana, where he had left a Civil Service Clerical job (CAF-4) when inducted into the Army. His job was awaiting him, in Louisiana. As a matter of fact he had returned to the job as soon as he was discharged, but by four weeks had gotten the courage to make the trip to New Jersey to try to get into a New Jersey school. It would be a tough problem because he had neither relatives nor friends in New Jersey. He had picked New Jersey merely because he felt that his chances of success would be better. His bridges were not burned, he could return to his job in three weeks.

The Veteran wanted to become a social worker, and the Veterans Administration official was requiring that the professional school, the New York School of Social Work, accept him, before any government aid would be approved. There was a problem of how to supplement the allowance that would be given by the government, if approval was eventually given. There was the problem of where he could live immediately while making these arrangements, and of where he and his family could live when and if he entered college. There was problem about his wife's health - it seemed that she would not be quite well for several months, and the new baby complicated this further. On the other hand, and of equal importance, was the fact that he would be pulling stakes up from his home, job and friends - material security of a sort - in order to start a venture involving territory unknown to him, six years of study, and financial harassment complicated

by family and illness. The Secretary was successful in stimulating the Veteran's flickering courage and generally helping him see his way clear to make the venture.

With the help of an agency in Montclair, the Veteran found temporary quarters for himself. The Secretary helped secure the approval of his application for governmental aid, and helped him decide what courses he should take so as to have what a former social work teacher of the Secretary called, "two strings to his bow". Six years represents a span during which unforseen circumstances might make social work impossible or inadvisable, and so, make other training extremely timely.

The Secretary also promised job-placement in keeping with whatever hours were needed for school, to supplement the inadequate allowance that would come from the government. This promise was based on a result of careful observation of the type of person he is and his present general ability, and reliance on the Secretary's estimate of the employment market when the Veteran would be ready for a job. The question of a place for the Veteran and his family to live, could not be answered immediately. It was of course advised that the family remain in Louisiana until quarters were secured in New Jersey. The total absence of available housing in Newark and suburbs, has stimulated some action that has led to measures for temporary municipal arrangements in Newark for Veterans and their families. The Secretary's contact with the Mayor and through his work in this connection made the Secretary hopeful that the Veteran in question will be able to secure a place within a reasonable length of time.

PERSONAL COUNSELLING

Particularly during the war, a good deal of attention had to be given to the frustrations Negro workers were developing on their jobs. Persons would come to the Industrial Relations office ostensibly for a referral to a job. As an extremely brief personal history and qualifications form would be filled out, it would develop that some applicants were still employed but seeking other jobs, and had stayed on previous jobs only very short periods of time, sometimes two weeks. It was seen that many applicants had emotional problems that affected their "work tolerance", and even though the causes of the emotional difficulties were clear, it was imperative to attempt to relieve the emotional distress itself.

Causes originated in inability to be upgraded and flagrant discriminatory practices that would hire one white and one Negro worker with the same qualifications, on the same day, and one or two weeks later upgrade, promote or transfer the white worker to a better job at better pay, while the Negro was kept in his original job which was less desirable from the beginning. Incompetent and prejudiced foremen, supervisors, and superintendents in plants, who were not restrained by company officials or active non-discriminatory in-plant policies, make working conditions miserable for many Negroes. When union officials employed in those plants were too "busy" and were conveniently forgetful about complaints from Negroes, additional aggravation and frustration resulted.

The immediate reaction of the Negro worker was to escape, to escape from the source of his frustration. However,

he was aware of the fact that the same circumstances were apt to confront him wherever else he might go. The Secretary has often heard the plea, "Please send me on some job where I can find peace. I'm so tired of the same old thing, every where I go. If I keep on working at _____, I'm going to 'blow off'. A man can take just so much; and I don't want any trouble, I don't like to argue."

Usually the Secretary tries to help the person produce a factual and thorough-going case of improper action that has caused his upset. If this is possible, the Secretary seeks correction of the situation allowing such action within the company in question. Most often, however, no specific facts warranting specific action can be described by the worker. They are the overtones, the small but numerous actions that the Negro worker sees parading before him that result in his utter frustration.

Flight is hardly ever a real solution to an emotional problem, even when the result of such clear and known causes as those mentioned above. The Secretary attempts to strengthen the worker's stability, and to direct his energy into constructive channels that will give him a sense of success in his job situation. According to the ability and interest of the individual, the Secretary might suggest that he become active in his union and fight to have such bad conditions rectified, or report his grievances to union officers and keep urging them to do their jobs, keep a close watch on both company and union representatives and report their improper actions to the Urban League, and cooperate further

with the Secretary to bring a halt to the intolerable working conditions the worker suffers under.

This does not mean that no other job is given the applicant. Sometimes, even as a means of therapy, a change is advisable. However, in such instances, the Secretary seeks to stimulate within the applicant a drive, an urge, a will to fight back when discrimination is subtlely or flagrantly paraded before his eyes, and ways of fighting back are discussed.

Another type of emotional problem should be mentioned, briefly, because of its importance to the over-all objective of the Industrial Relations Department's work. This may be represented by the case of a Negro girl the Secretary had placed as a sales-clerk in a downtown department store. The Secretary had launched a Department Store Program to make it possible for Negro girls to work as sales-clerks in the large department stores in Newark and its suburbs. With much effort, the program has met with some real success. The girl in question was placed after careful screening of a very large number of Negro girls coming to the Secretary's office without any particular type of work in mind.

The placement of this particular girl represented more than just another placement, and the Secretary sought to counteract the girl's intention of quitting, when she came to his office after working as a sales-clerk for about six weeks. She complained that the work was boresome, that in her department there was not enough to keep her busy, and that she would rather get another job.

The Secretary helped her see the significance of her working as a sales-clerk for, say, six months or even a year, compared to six weeks. She was not the first Negro girl the Secretary had placed in this store as a sales-clerk, but quitting after six weeks could be used as some sort of argument counter to the whole program.

Helping the girl to want to continue as a sales-clerk, was on one side of the scale. On the other side, the Secretary went to the President of the store and asked if this girl might be put in another department or at least be given some interesting work to keep her busy. Of course this was acceptable to the President, if for no reason other than "dollars and cents". At this writing the girl has remained for almost four months, and the President states that he is quite pleased with her work.

OTHER EMOTIONAL PROBLEMS

Although most of the people coming to the Industrial Relations Department with emotional problems have some employment problem involved, the Secretary refers those people to other agencies or to the Neighborhood Department of the New Jersey Urban League, as each case might indicate. This means that the Secretary has to give a preliminary diagnostic interview to determine the difficulties, to what extent casework treatment is needed, the kind of treatment needed, and the proper place to refer the person. The New Jersey Urban League is not a case work agency, and persons needing other than short-term treatment, in one or two interviews, are referred elsewhere.

The Industrial Relations Department has carried only one long-term case, that of a Veteran whose problems are so tied up with employment that decision was reached between the Essex County Mental Hygiene Clinic and the New Jersey Urban League Industrial Relations Department that the latter should re-accept and continue the case. When this Veteran first came to the N.J.U.L. the Secretary made a temporary diagnosis which was later corroborated by the report the Secretary received from the Veterans Hospital in which the Veteran had been a patient. The Veteran's chief difficulty was inability to stay on the same job for more than a few weeks. He represented an almost complete withdrawal from society, but seemed not to suffer consciously because of it. Referral was made to the Essex County Mental Hygiene Clinic, where a psychiatrist saw him twice, and the psychiatric caseworker saw him three times. The Secretary cooperated by providing job-placements for the Veteran. His orientation to the Secretary became so complete, and he found it so difficult to master his confusion and keep his appointments at the Clinic, that the Secretary has now seen him irregularly for over twelve months. During this time the Veteran has improved perceptably. He remained on his last job for a little more than four months, and he talks in a much more coherent vein. He speaks now and then of a friend, of talking something over with someone, and of going to the movies with someone. He has saved over three hundred dollars.

SUMMARY

This project began with a discussion of the ways in which the Industrial Relations Secretary developed information for use in the work of the Industrial Relations Department. It was not by chance that that discussion was first. The Secretary needed facts on which to base his work. More generalized information was not sufficient. Similarly, this project, The Industrial Relations Work of the New Jersey Urban League, properly begins, and ends, with a discussion of the importance of facts and information.

What is done with this information? Some ways in which it is secured have been showed, as well as some ways in which it is used. However, a brief summation might be made, and show that information was secured through surveys, spot-checks, persons coming to the Industrial Relations office, news releases and publications. The summation would show, further, that the Industrial Relations Department provided information services for other agencies and to individuals, it did a job of interpretation through conferences, to the public-at-large through news releases and public addresses.

What was done in individual interviews has been showed in the preceeding pages. The swing and scope of the Secretary's work has been indicated by special mention of several aspects of his work. Yet, not all of the types of chores attended to by the Secretary were mentioned, or if mentioned, were not elaborated upon. All the chores involved accurate information and its importance cannot be overemphasized.

Instead of further elaboration, there follows a portion of the Industrial Relations section of the 28th Annual Report of The New Jersey Urban League, Inc., 1944. Under the sub-title "Fact Finding" is found:

> "Fact-finding activities have revealed significant changes in the employment experience of Negro workers in the north New Jersey area. In 1935 Negroes represented but 3.6% of all workers employed by 361 Newark industries. In 1944, they were 10.2% of the workers in 90 industries representing a cross-section of those embraced in the earlier study. In 1935, 41.8% of the 361 employers had no Negro workers whatever".

Following that statement is the table found on the last page of this project, showing the comparative distribution and percentage of Negro workers in north Jersey industries, for 1935 and 1944. The figures for 1935 represent part of a study, Report of Negro Vocational Survey - 1935, ERA and New Jersey Department Institutions and agencies. The figures for 1944 are a result of a survey done by the Industrial Relations Secretary of the New Jersey Urban League.

Several special reports have been written up that have gone into the details of, say, the Department Store Program, Foundry Industrial Relations Study - representing twenty foundries, the Employment Problems Committee - organized by the Secretary and which now seeks to complement the services of the New Jersey Division Against Discrimination. These reports are confidential, but we point to them as sources of technical information, and as additional examples of the ways in which facts and statistics are used in the Industrial Relations Department of the New Jersey Urban League.

As was indicated in the Introduction, the job of an agency must gear itself to the needs of a given community at a given time. This project has attempted to show not only the scope of the Industrial Relations Program of the New Jersey Urban League and how that program changed to meet the needs of the times, but it has also attempted to show some of the techniques that have been effective.

Too often social action is appreciated only as it deals with the huge ideals that are far removed from the primary causes of the need for action, or with the details that provide pleasant discussion for the tea table. What is needed is less tea table discussion, and more appreciation of social action along the by-ways of society's interests, which, in reality, are the high-ways of individual human survival. Here is found the real challenge to our genius.

COMPARATIVE DISTRIBUTION AND PERCENTAGE OF NEGRO WORKERS IN NORTH JERSEY INDUSTRIES

1935 and 1944

INDUSTRIES	NO. OF CONCERNS REPORTING					TOTAL EMPLOYEES		% NEGRO EMPLOYEES	
	Newark Only	Essex Co. Incld'g Newark	West Hudson County	East Union County	Total Area	All Workers	1944 Negro Wkrs.	1944	* 1935
All Industrial Groups	90					88,775	11,315	10.2	3.6
		152				177,614	14,156	7.8	3.5
			80			133,036	10,652	8.0	4.5
				52		44,231	3,156	7.1	4.6
					284	354,881	27,866	7.8	4.0
Manufacturing and Mechanical Industries	76					60,995	7,508	12.3	3.3
		135				142,247	9,956	6.0	3.2
			73			117,045	8,011	6.8	4.4
				51		44,153	3,156	7.1	4.7
					259	303 445	21,123	6.9	3.9

* Report of Negro Vocational Survey - 1935
WPA and N. J. Dept. Institutions and Agencies